

THE PROUTY PULSE

INSIGHT INTO STRATEGIC PLANNING & LEADERSHIP DEVELOPMENT



NEWSLETTER HIGHLIGHTS:

- Inspired Leadership
By David Mortenson, M.A. Mortenson Companies
- Adventures That Stretch Us
- Amplify Mission Network
5th Annual Fundraising Event





Photo Credit: Kennedy Lucas



The 2024 prouty i·will Cohort is Now Enrolling!

Our TOTAL immersion, transformational leadership program for women is back! Enter curious and willing, and leave totally transformed!

Three Multi-Day Retreats. One Amazing Experience.



IGNITING SELF | March 2024

Reflection, mindfulness and purpose take center stage with an infusion of introspective activities. Put your perceptions to the extreme test. Stretch in ways you have not dreamed of.

- *Confidence*
- *Mindset*
- *Whole Self and Purpose*



AUTHENTIC CONNECTIONS | May 2024

Learn how you can connect in more authentic ways that build your community and networks. Breathe in and breathe out with activities that literally give you new perspectives. Grow in your commitment to each other as you consider your big “why.”

- *Connection to Self*
- *Connection to Others*
- *Connection to Community*



INSPIRED LEADERSHIP | September 2024

Harness your inner leadership potential as you move through activities that reveal who you are as a leader. Improve your ability to truly value others and reflect on your transformation. You will stretch outside of your comfort zone and bring everything you’ve learned into practice.

- *Transformational Leadership*
- *Diversity, Equity + Inclusion and Allyship*

Learn more and apply today!
proutyproject.com/prouty-iwill-2024/

ADVENTURES THAT STRETCH US

Prouty Annual Stretch Expeditions

Namibia 2023

In April, we had a successful STRETCH Expedition to Namibia for Desert Elephant Conservation! We partnered with Elephant-Human Relations Aid (EHRA) which helps build peaceful relationships between free-roaming desert-adapted elephants and local communities in Namibia. EHRA's mission is to implement practical solutions that help combat elephant-human conflict, and thereby secure a future for Namibia's desert elephants.

Our STRETCHers supported EHRA's mission by building a protective wall around a waterpoint and tracking and monitoring different elephant herds. Additionally, they spent 14 days sleeping outside under the stars among the scorpions and snakes, preparing their own meals over a fire, and even digging their own holes to go to the bathroom.

Visit our blog to learn more about this adventure:

proutyproject.com/blog/



Photo Credit: Tiffany Thompson.



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Roatan 2024

Roatan, Honduras
March 15-22, 2024

Join us for this tropical getaway! We're partnering with Roatan Institute for Marine Sciences (RIMS) to observe dolphin research, get certified in PADI SCUBA (pre-classroom study is necessary before the trip), and help with coral reef restoration. Please contact stretch@proutyproject.com for more information.

Note: This STRETCH trip is for people who have never been SCUBA certified, or for those who need recertification after many years.



Inspired Leadership

by **David Mortenson**

CEO, M.A. Mortenson Companies

According to Forbes, less than one percent of the 27 million companies in the United States are publicly traded. Among U.S. firms with 500 or more employees, 86.4 percent are privately held. While they might not grab the media headlines with regularity, private business is a driving force in our economy, in our communities, and in our country.

I took over as family leader of our now \$5 billion-a-year construction enterprise in 2015. I did not at the time have an appreciation for the enormity of the responsibility or breadth of the unique challenges and exciting opportunities that lay in front of me. These are not things they teach you at business school.

For the last couple of years, I have had the privilege and pleasure of spending two and a half days with five other family member CEOs running closely held private businesses spanning from \$500 million to \$8 billion in revenue. This is a group of some of the most capable, ambitious, caring, and successful CEOs I've ever been around. They share having had a common hard-earned path to the position of ultimate responsibility by obtaining advanced degrees, gaining experience from the outside, and going through the rigors of structured and often long vetting processes.

I suppose we all recognize ultimately that leading the family business is not in fact the easy path, but we all recognize its very special privilege. We have all grown up around the family business and felt a connection to the work and the legacy of those who have toiled before us.

Unique Challenges

We are not just responsible for successfully operating our companies while we are CEO, we are responsible for perpetuating the business into future generations. That requires a special combination of building the connection and culture of the next generation, while at the same time creating an environment where non-family members and executives feel like owners too.

Our responsibilities to the communities in which we work and live are also unique, and the expectations to lean in and actively engage are enormous. Most public company leaders have a choice about how they engage. We do not; our names are often on our corporate buildings.

And while we have more flexibility around governance, we have the unique challenge of having mothers, uncles, sisters, and/or nephews around the boardroom table, most of whom are often deeply opinionated and unabashed. This requires a set of leadership skills that goes way beyond just a mastery of the business. You have to find a way to make family dynamics and business mix and mix well.

While all of us face many of the same unique challenges, I always came away from our time together inspired. Here are a few of the leadership qualities that I learned and admired.

Care and Passion

While no one is ever going to find success in any pursuit without passion, I must admit I was almost taken aback by the visceral intensity of these leaders' deep passion for what they do and the enormity of care they bring to how they operate. Their mind, heart, and soul have a singularity of intensity that is a driving force. This determination to build something enduring and impactful is part of the secret sauce that has enabled their success.

Humility

When we first got together, I expected to encounter this group of third, fourth, and fifth generation leaders to be more like the quintessential big company CEO with an outsized presence, a large personality, and a desire to be center stage. But what I found is that they were a lot more like me than I expected—introverts and deep thinkers who are insatiably curious and more comfortable in small groups than on big stages. They knew that business success relied on having a great team, and they were more interested in highlighting the accomplishments of those around them.

Long Term Commitment

While it is certainly freeing to be able to think about business in terms of generations, today's super charged world is filled with uncertainty, accelerating change, and multidimensional risks. Making big bets takes fortitude.

Researchers from Harvard and New York University found that privately held companies invest substantially more than do publicly traded companies of similar size and industries. Using private-company data from Sageworks, the researchers found that private firms, on average, invest nearly 7 percent of total assets each year, compared with only 4 percent investments for similar public firms. Big visions require big bets for the long term as well as enormous courage and patience.

As Vince Lombardi once said, "Heart power is the strength of your company." These leaders had heart power like few others I have met.

5TH ANNUAL
**AMPLIFY MISSION NETWORK
FUNDRAISING EVENT**

AMP
LIFY



Never Alone:
Making the Impossible Possible

SEPTEMBER 19, 2023

7:00 P.M. EVENT | CHRIST PRESBYTERIAN CHURCH

Our dear friend, **Erik Weihenmayer** will speak on the tools and insights needed to develop a “No Barriers Mindset.” Having lost his eyesight at the age of 13, Erik knows firsthand what it means to turn into the storm, convert challenges to greatness, and reach for nearly impossible goals.

Plus, listen to **Known MPLS** choir as they share their vocal talent.

Learn more about the event and Erik’s story!

amplifymission.org/gva_event/fundraiser

Note: Some members of The Prouty Project team will be hiking with Erik in Colorado one week before this event! Come support Amplify, hear Erik’s keynote, and learn how well we did climbing a 14,000-foot mountain with Erik!

LAST CALL for Prouty L3!



LEADING SELF • LEADING OTHERS • LEADING THE BUSINESS

The Prouty Project Leadership Development Cohort is almost full! If you're ready to learn to lead, live, and understand yourself better than ever before, join us for three transformational sessions led by Peter Bailey and Sam Smith.

LEADING SELF – AUGUST 27-30, 2023

Leaders will discover personal strengths, potential blind spots and the impact of emotions and perspectives to better understand the impact on their ability to lead.

LEADING OTHERS – OCTOBER 8-12, 2023

Next, they will gain new perspectives on working styles to identify how to partner with their colleagues in more meaningful ways and develop the skills to lead their team with more resilience.

LEADING THE BUSINESS – JANUARY 14-17, 2024

Lastly, they will expand their view to the interconnectedness of the strategies driving your business, creatively solve problems and inspire innovative thinking as a strategic leader in your organization.

Learn more and apply today!

proutyproject.com/prouty-l3-2023/

“C” Note Quote: “Do well by doing good.”

Know the quote?

If you know who said this quote, please email stretch@proutyproject.com. Enter by **August 1, 2023**. One guess per person. If we have more than one correct answer, we will draw for the winner of a \$100 gift card.



Congratulations, Fred Shuback!

Fred knew that the last issue's “C” Note Quote was said by Burton Malkiel. Fred plans to use the gift card to contribute to a stroller for his newest grandson. Enjoy the stroll!